Meeting Agenda
Monday, September 23, 2019
at NMC Hagerty Center, Great Lakes Campus, 715 East Front St

5:30 p.m. Regular Meeting

I. GENERAL BUSINESS
   A. Call to Order
   B. Roll Call
   C. Pledge of Allegiance
   D. Review of Agenda and Approval of Additions, Deletions, or Rearrangements

II. REPORTS (Most reports are also provided to the Board in their materials packet, which can be accessed on the nmc.edu Board of Trustees website.)
   E. Faculty Report—NMC Constitution Day Events—John Zachman, Social Sciences Instructor
   F. Enrollment Report—Todd Neibauer, Vice President for Student Services and Technologies
   G. Scholarship and Financial Aid Report—Todd Neibauer, Vice President for Student Services and Technologies
   H. Financial Report—Vicki Cook, Vice President of Finance and Administration
   I. Foundation Report—Rebecca Teahen, Associate Vice President for Resource Development and Foundation
   J. PRMC Report—Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications
   K. Presidential Performance and Compensation Committee—Chris Bott, Committee Chair
   L. Building and Site Committee—Ross Childs, Committee Chair
   M. Legislative Issues Report—Timothy Nelson, President

III. PUBLIC INPUT
Request forms for public input are available at the meeting location. Each person wishing to address the Board during public comment must be present and shall provide their name, address, city, phone, and issue to be address on a form provided prior to the meeting. The topic addressed should be related to business within the jurisdiction of the Board. Forms should be given to the Board Chair prior to the call for order. Comments will be limited to (3) three minutes in length per speaker. The Board will take public remarks into consideration, but will not comment at time of input.
IV. UPDATES
   N. President’s Update—*Timothy Nelson, President*
   O. Board Chair Update—*Chris Bott, Chair*

V. DISCUSSION ITEMS
   P. TIF Funding Proposal—*Jean Derenzy, Chief Executive Officer, Traverse City Downtown Development Authority*
   Q. FY 2021 Five-Year Capital Outlay Plan Overview—*Vicki Cook, Vice President of Finance and Administration*

VI. CONSENT ITEMS (Pursuant to Policy A-105.00 Consent Agenda Items)
   These items will be adopted as a group without specific discussion. When approving the meeting agenda, any Board member may request that a consent agenda item be moved to the regular agenda for discussion or questions.

   Recommend that the following items be approved:
   R. Minutes of the August 26, 2019, regular and closed meetings
   S. Minutes of the special meetings held on August 23, 26, 27, 28, 29, and September 3

VII. ACTION ITEMS
   T. **Local Strategic Value Resolution** (Pursuant to Policy A-106.00 Finance)
      Recommendation to adopt presented Local Strategic Value Resolution certifying that Northwestern Michigan College meets the best practice standards required by the appropriations law for fiscal year 2020.
   U. **University Center Turnkey VAV and Controls Upgrade** (Pursuant to Policy A-106.00 Finance)
      Recommend authorization for administration to enter into a contract with Trane in the amount of $184,495 (plus $18,450 contingency) to complete the work of replacement and upgrade of Turnkey VAV and controls at the NMC University Center to be funded by the FY20 Plant Fund.

V. **Closed Session**
   Recommend that the Board convene in closed session as permitted by Section 8(c) of the Michigan Open Meetings Act, MCL 15.268, to discuss strategy connected with the negotiation of collective bargaining agreements between the College and the Michigan Education Association. (*Roll Call Vote*)

W. **Reconvene Regular Meeting** (Pursuant to Policy A-106.00 Other)
   Recommend the closed session adjourn and the open session of the regular meeting be reconvened. (*Roll Call Vote*)
VIII. REVIEW OF FOLLOW-UP REQUESTS
Confirm requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

IX. ADJOURNMENT

Upcoming Board Meeting Dates:
All board meetings are open to the public.

- October 9, 2019 – Special Meeting – Osterlin Library, 1701 E. Front Street
- October 28, 2019 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street
- November 25, 2019 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street
- December 16, 2019 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street (3rd Monday)
- January 27, 2020 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street
- February 24, 2020 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street
- March 23, 2020 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street
- April 27, 2020 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street
- May 18, 2020 – Great Lakes Campus, Room 112, 715 E. Front Street (3rd Monday)
- June 22, 2020 – Great Lakes Campus, Room 112, 715 E. Front Street
Fall 2019

NMC’s fall 2019 total enrollment is 3,581 students, which represents a head count decline of 3.9% and a decline in contact hours of 3.8% over fall 2018. There were declines of 54 in the number of continuing students and 54 in new students over last year.

There was an increase of 13 students enrolling from out of state which represents 5% of enrollment overall. Veterans, reservists, active duty or eligible family members make up about 8% of the College’s current enrollment.

The full Count Day Report is included with the board packet. It includes reports from the dashboard on enrollment broken down by demographics and by academic program as well a print out of community college enrollment from MACRAO (Michigan Association of Collegiate Registrars and Admissions Officers).

MACRAO produces a weekly report including enrollment data from each of the 28 public Community Colleges (CCs) in Michigan by semester. A comparison of NMC’s enrollment to other Michigan CCs gives context for reviewing details of the fall 2019 enrollment. As measured by credit hours, there were 21 CCs with a decline in enrollment.

Statistics

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Students Registered</td>
<td>1,769</td>
<td>1,654</td>
<td>1,592</td>
<td>1,538</td>
</tr>
<tr>
<td>Prior Admits Registered</td>
<td>24</td>
<td>43</td>
<td>27</td>
<td>28</td>
</tr>
<tr>
<td>Retained from Spring</td>
<td>2,100</td>
<td>1,967</td>
<td>1,850</td>
<td>1,796</td>
</tr>
<tr>
<td>Re-Admitted Students</td>
<td>274</td>
<td>288</td>
<td>257</td>
<td>221</td>
</tr>
<tr>
<td>Average Contact Hours</td>
<td>10.55</td>
<td>10.70</td>
<td>10.76</td>
<td>10.77</td>
</tr>
<tr>
<td>Total Headcount</td>
<td>4,167</td>
<td>3,952</td>
<td>3,726</td>
<td>3,581</td>
</tr>
<tr>
<td>Total Contact Hours</td>
<td>43,956</td>
<td>42,298</td>
<td>40,076</td>
<td>38,571</td>
</tr>
<tr>
<td>Tuition</td>
<td>7,657,114</td>
<td>7,569,340</td>
<td>7,398,664</td>
<td>7,227,356</td>
</tr>
</tbody>
</table>
Complete Fall Data
Academic Enrollment Report … Summary for the past six years

Registration
Report Day Status … Executive summary which includes inquiries, applications, financial aid, headcount, credit hours, contact/billing hours, and assessed tuition and fees
Credit Hours … Generated by departments
Contact Hours … Generated by departments
Student Demographics … Comparison of students registered by residency, financial need, age range, credit load, ethnicity, gender, student type, and count of residence
Program Analysis … Contact hours of students enrolled in specific programs
Projections Report … For upcoming semester

State Comparisons and Reports
Enrollment Comparisons at Michigan Community Colleges
MACRAO Reports and Surveys

Fall 2019 Housing
Move in day was August 23 and many volunteers helped with the activities that occurred during Welcome Weekend. Residence Life currently has 341 residents for Fall 2019 housing. With 370 available beds, this total would represent 92% occupancy overall as of count day, September 4, 2019.

Spring 2020

Fall 2020
NMC recruiters have started their high school visits and are scheduled for College Nights throughout the state. In addition, there will be a Regional Financial Aid Night at the Dennos Museum Center and Enrollment Services staff are also preparing for FAFSA (Free Application for Federal Student Aid) workshops for high schools in our service area.
Northwestern Michigan College Financial Aid Opportunities

Northwestern Michigan College (NMC) Enrollment Services provides students and families with a variety of opportunities to learn about the availability of federal and institutional financial aid. From regional financial aid presentations, to scholarship and FAFSA (Free Application for Federal Student Aid) workshops in high schools, to individualized assistance in our office, we strive to promote college affordability and payment options to students. We encourage students and families to actively engage in their financial aid process.

Financial Aid

Northwestern Michigan College’s financial aid includes funding from federal, state, institutional and other outside resources. Of the $17.3 million in financial assistance disbursed to students in 2018-2019:

- $12.2 million or 71% was from the Title IV Federal Student Aid programs. This includes the Federal Pell Grant, Federal Supplemental Educational Opportunity Grant, Federal Direct Student and Parent Loans, and Federal Work-Study funds.
- $1.5 million or 8% was from the State of Michigan, including the Tuition Incentive Program, Michigan Competitive Scholarships, Fostering Futures Scholarship, and the Children of Veterans Tuition Grant.
- $2.5 million or 14% came from external sources including scholarships and private loans (private loans are most commonly used by Aviation students to cover flight fees).
- $1.1 million or 7% was from NMC scholarships.
Unduplicated Headcount for financial aid recipients is the actual number of individual students receiving a scholarship or some form of financial aid assistance. Students may be receiving one or more scholarships or types of financial aid assistance, but they are counted only once.

Unduplicated Headcount for the year is the actual number of individual students enrolled for the year. Students may be enrolled in one or more classes, but they are counted only once.

Percentages are based on the total number of unduplicated students for the year.

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount Offered</th>
<th>Amount Accepted</th>
<th>Amount Disbursed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-2017</td>
<td>$39,311,903</td>
<td>$20,551,411</td>
<td>$18,265,258</td>
</tr>
<tr>
<td>2017-2018</td>
<td>$40,670,819</td>
<td>$18,980,181</td>
<td>$17,976,306</td>
</tr>
<tr>
<td>2018-2019</td>
<td>$39,308,748</td>
<td>$18,106,753</td>
<td>$17,298,934</td>
</tr>
</tbody>
</table>

NMC Foundation Scholarships

Utilizing Blackbaud Award Management software (formerly Academic Works), NMC promotes scholarships to students. The Financial Aid Office works closely with academic areas to ensure the awarding of their scholarship funds to eligible students throughout the year. This year we disbursed $1.1 million in scholarships, representing 82% of available funds. While we received more applications, we had a slightly lower number of recipients. A possible reason is that some of the newly established scholarships have higher award minimums.

While NMC has awarding control over donor/institutional scholarships, not all “available” funds are able to be awarded or disbursed throughout the year. The majority of scholarships are awarded for the entire year with the award being split 50% to fall and 50% to spring. The Financial Aid Office saves approximately 5% of the scholarship funds to assist with student needs for the summer semester. The chart below shows the percent of funds disbursed of available funds:

<table>
<thead>
<tr>
<th>Scholarship Expenditures 2016-2017</th>
<th>Available Funds</th>
<th>Amount Paid</th>
<th>% of Funds Disbursed</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,187,051</td>
<td>$1,148,003</td>
<td>82%</td>
<td></td>
</tr>
<tr>
<td>$1,299,671</td>
<td>$1,043,230</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>$1,187,051</td>
<td>$882,126</td>
<td>74%</td>
<td></td>
</tr>
</tbody>
</table>

While NMC is making gains each year in percent of funds disbursed, there are a variety of reasons why all funds are not expended. Some examples include:

- Students are awarded for the fall and spring semester. Some students receive their fall disbursement, but do not return for the spring semester. If the remaining amount is less than the minimum award, it can not be re-awarded.
- Some fund requirements are restrictive, which limits the pool of eligible students.

Key Definitions:

Unduplicated Headcount for financial aid recipients is the actual number of individual students receiving a scholarship or some form of financial aid assistance. Students may be receiving one or more scholarships or types of financial aid assistance, but they are counted only once.

Unduplicated Headcount for the year is the actual number of individual students enrolled for the year. Students may be enrolled in one or more classes, but they are counted only once.

*Percentages are based on the total number of unduplicated students for the year.

<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>5113</td>
<td>4872</td>
<td>4647</td>
</tr>
</tbody>
</table>
• Students do not complete the scholarship application questions required by the donor or academic area.
• Some funds vary the amount of the award based on student enrollment. Excess funds are rolled forward to the next award year.
• Some students are awarded before the end of the previous spring semester but lose eligibility for the scholarship. It can be challenging to find eligible students later in the year.
• Some students do not return the required thank you letter for the donor. After approximately 45 days the funds are pulled and NMC attempts to reallocate to another student.

The chart below shows the number of students who submitted an application for NMC scholarships, along with how many students have started the application, but did not complete it. Although we communicate the scholarship process to all students and repeatedly encourage them to apply, only a small percentage of our student population applies for NMC scholarship funds.

This year we made significant gains in the percentage of students who applied for scholarships, increasing from 22% to 28% of all students, with two process enhancements:
• Opened a second application cycle for late spring and summer semester applications
• Implemented a communication plan to promote the scholarship application

<table>
<thead>
<tr>
<th>Scholarship Applications 2018-2019</th>
<th>Submitted</th>
<th>Drafted</th>
<th>% of students that applied</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1279</td>
<td>193</td>
<td>28%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scholarship Applications 2017-2018</th>
<th>Submitted</th>
<th>Drafted</th>
<th>% of students that applied</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1074</td>
<td>228</td>
<td>22%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scholarship Applications 2016-2017</th>
<th>Submitted</th>
<th>Drafted</th>
<th>% of students that applied</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1123</td>
<td>208</td>
<td>22%</td>
</tr>
</tbody>
</table>

**External Scholarships**

NMC students received scholarships from outside organizations, such as community foundations, churches, tribes, and corporations. Our scholarship system provides an “External” tab that provides information about these scholarships for students.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$298,385</td>
<td>219</td>
<td>4%</td>
<td>238</td>
</tr>
<tr>
<td>$351,688</td>
<td>236</td>
<td>5%</td>
<td>239</td>
</tr>
<tr>
<td>$375,255</td>
<td>239</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

The Financial Aid office work diligently to promote federal, state and institutional aid opportunities to our current and future students. Over the past several years, we have improved communication and accessibility to scholarships. Despite some restrictions, the awarding process permits enough flexibility to allow the Financial Aid office to ensure that donor funds are utilized effectively in assisting NMC students reach their educational goals. We will continue to seek opportunities to both improve outreach and awarding aid to our students.
MEMO
Administrative Services

To: Timothy J. Nelson, President

From: Vicki Cook, VP Finance and Administration

Date: September 23, 2019

Subject: Summary Report for the General Fund as of August 31, 2019

The attached reports summarize the financial results for the General Fund as of August 31, 2019. The second month represents 16.66% of the year.

Month End Results
*The month end reports are interim and not a reflection of actual year-end results.*

The timing of revenue and expenses fluctuates throughout the year and will affect year end results.

The general fund ended the month with revenue over expenses in the amount of $49,645. Revenue decreased by 14% when comparing August 2019 to August 2018 due to timing of MARAD payment and property tax payments and the elimination of the Training Division. Expenses decreased by 1% when comparing August 2019 to August 2018.

Revenue (letters refer to the attached General Fund summary)

A. Tuition and Fees revenue: Tuition and fees represent a 7% decrease from those of August 2018. The decrease is due, in part, to the transition of Training Services to MMTC. For Summer 2019, the budget was set at 5,821 billing hours for budgeted revenue of $1,140,215. Actual billing hours are at 5,652 hours for total tuition revenue of $1,120,488. This is a decrease of $19,727. For Fall 2019, the budget was set at 38,999 billing hours for budgeted revenue of $7,372,314. Actual billing hours are at 38,447 hours for a total tuition revenue of $7,225,279. Fall 2019 revenue is below budget by $147,035.

B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 3.6% over the previous fiscal year.

C. State Sources include budget appropriations, personal property tax payments and MPSERS retirement payments. State appropriations payments begin in October.

D. Federal Sources, which consist primarily of the MARAD grants and MARAD fuel payment. These funds are to be used directly for the Maritime program.

E. Actual year-to-date investment income recorded for fiscal year 2020 reflects interest income only.

F. Both Private Sources and Other Sources are timing and event dependent.
Expenses
G. Salaries and benefits are under budget due, in part, to Training Services transition to MMTC.
H. Expenses are under budget at this time.
I. Capital Outlay reflects expenditures budgeted through the allocation of COAT dollars, BBQ funds, Maritime and Culinary Capital fund.
Northwestern Michigan College  
Month end results are interim and not a reflection of year end results. 
Unaudited  

**Summary Report for General Fund Accounts**  
**Fiscal Year 2020, Period 02**

<table>
<thead>
<tr>
<th>Funds</th>
<th>Accounts</th>
<th>2019-2020 Adjusted Budget</th>
<th>YTD Activity</th>
<th>% of Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL GENERAL FUND</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50 Revenues</td>
<td>Tuition and Fees</td>
<td>23,578,426</td>
<td>3,771,341</td>
<td>15.99% A</td>
</tr>
<tr>
<td></td>
<td>Property Taxes</td>
<td>11,150,536</td>
<td>1,520,953</td>
<td>13.64% B</td>
</tr>
<tr>
<td></td>
<td>Other Local</td>
<td>0</td>
<td>0 *</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Local Sources</td>
<td>34,728,962</td>
<td>5,292,294</td>
<td>15.24% C</td>
</tr>
<tr>
<td></td>
<td>State Sources</td>
<td>9,895,989</td>
<td>0</td>
<td>0.00% D</td>
</tr>
<tr>
<td></td>
<td>Federal Sources</td>
<td>734,339</td>
<td>0</td>
<td>0.00% E</td>
</tr>
<tr>
<td></td>
<td>Private Sources</td>
<td>549,000</td>
<td>0</td>
<td>8.80% F</td>
</tr>
<tr>
<td></td>
<td>Investment Income</td>
<td>274,000</td>
<td>61,318</td>
<td>22.38% F</td>
</tr>
<tr>
<td></td>
<td>Other Sources</td>
<td>441,250</td>
<td>38,846</td>
<td>8.80% F</td>
</tr>
<tr>
<td></td>
<td><strong>Total Revenues</strong></td>
<td>46,623,540</td>
<td>5,392,458</td>
<td>11.57% F</td>
</tr>
<tr>
<td>60 Labor</td>
<td>Salaries &amp; Wages</td>
<td>22,293,246</td>
<td>2,845,492</td>
<td>12.76% G</td>
</tr>
<tr>
<td></td>
<td>Benefits</td>
<td>9,444,229</td>
<td>1,214,079</td>
<td>12.88% G</td>
</tr>
<tr>
<td></td>
<td><strong>Total Labor</strong></td>
<td>31,737,475</td>
<td>4,059,571</td>
<td>12.79% G</td>
</tr>
<tr>
<td>70 Expenses</td>
<td>Purchased Services</td>
<td>2,655,276</td>
<td>330,046</td>
<td>12.43% H</td>
</tr>
<tr>
<td></td>
<td>Supplies &amp; Materials</td>
<td>3,224,916</td>
<td>317,208</td>
<td>9.84% H</td>
</tr>
<tr>
<td></td>
<td>Internal Services</td>
<td>89,920</td>
<td>6,360</td>
<td>7.07% H</td>
</tr>
<tr>
<td></td>
<td>Other Expenses</td>
<td>1,766,851</td>
<td>185,915</td>
<td>10.52% H</td>
</tr>
<tr>
<td></td>
<td>Institutional Expenses</td>
<td>1,801,213</td>
<td>139,060</td>
<td>7.72% H</td>
</tr>
<tr>
<td></td>
<td>Maintenance &amp; Renovation</td>
<td>1,740,392</td>
<td>205,378</td>
<td>11.80% H</td>
</tr>
<tr>
<td></td>
<td>Prof Develop, Travel &amp; Events</td>
<td>653,622</td>
<td>95,594</td>
<td>14.63% H</td>
</tr>
<tr>
<td></td>
<td>Debt Service</td>
<td>0</td>
<td>-2,259</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Capital Outlay</td>
<td>270,000</td>
<td>5,950</td>
<td>2.20% I</td>
</tr>
<tr>
<td></td>
<td><strong>Total Expenses</strong></td>
<td>12,202,190</td>
<td>1,283,242</td>
<td>10.52% I</td>
</tr>
<tr>
<td></td>
<td><strong>Total Expenditures</strong></td>
<td>43,939,665</td>
<td>5,342,813</td>
<td>12.16% I</td>
</tr>
<tr>
<td>80 Transfers</td>
<td>Transfers</td>
<td>2,683,875</td>
<td>0</td>
<td>0.00%</td>
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<tr>
<td></td>
<td><strong>Total Transfers</strong></td>
<td>2,683,875</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td><strong>Total Expenditures and Transfers</strong></td>
<td>46,623,540</td>
<td>5,342,813</td>
<td>11.46% I</td>
</tr>
</tbody>
</table>

**Net Revenues over (under) Expenditures**  
9/18/2019 4:00 PM
Northwestern Michigan College
Comparison - Fiscal Year to Date
General Fund
August 2019 vs. August 2018

<table>
<thead>
<tr>
<th></th>
<th>YTD 8/31/2019</th>
<th>YTD 8/31/2018</th>
<th>$ Diff</th>
<th>% Diff</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Sources:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>$ 3,771,341</td>
<td>$ 4,034,504</td>
<td>($263,163)</td>
<td>-7%</td>
<td>Summer tuition and fees are down $40k from prior year. Fall general fees are down $48k from prior year. No Training Services revenue in FY20 due to transition to MMTC ($143k in FY19). Maritime had $43k in revenue from another academy in summer 2018 for a partnership with the summer cruise (no partnership in summer 2019).</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>1,520,953</td>
<td>1,467,455</td>
<td>53,498</td>
<td>4%</td>
<td>Increases in property values and timing of payments received from townships.</td>
</tr>
<tr>
<td>Total Local Sources</td>
<td>5,292,294</td>
<td>5,501,959</td>
<td>($209,665)</td>
<td>-4%</td>
<td></td>
</tr>
<tr>
<td>State Sources</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State PPT Reimbursement</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Sources</td>
<td>-</td>
<td>655,000</td>
<td>(655,000)</td>
<td>-100%</td>
<td></td>
</tr>
<tr>
<td>Private Sources</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Income</td>
<td>61,318</td>
<td>46,482</td>
<td>14,836</td>
<td>32%</td>
<td>Actual interest recognized in FY20 vs estimate in FY19</td>
</tr>
<tr>
<td>Other Sources</td>
<td>38,846</td>
<td>57,221</td>
<td>(18,375)</td>
<td>-32%</td>
<td>Primarily driven due to fees received from NJTP payout made in FY19 (first payout in FY20 will be in September).</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>5,392,458</td>
<td>6,260,662</td>
<td>($868,204)</td>
<td>-14%</td>
<td></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td>2,845,492</td>
<td>2,899,981</td>
<td>($54,493)</td>
<td>-2%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Benefits</td>
<td>1,214,079</td>
<td>1,276,048</td>
<td>(61,969)</td>
<td>-5%</td>
<td>Timing of MPSERS, health benefits, and payroll</td>
</tr>
<tr>
<td>Voluntary Separation Plan</td>
<td>-</td>
<td>-</td>
<td></td>
<td>0%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>330,046</td>
<td>329,820</td>
<td>226</td>
<td>0%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>317,208</td>
<td>315,282</td>
<td>1,926</td>
<td>1%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Internal Services</td>
<td>6,360</td>
<td>2,924</td>
<td>3,436</td>
<td>118%</td>
<td>More internal events in FY20 provided by Hageroy Center including NMC Foundation breakfast (recognized in September in FY19) and Mt Tech/NMC Articulation Agreement meeting</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>183,646</td>
<td>172,982</td>
<td>10,664</td>
<td>6%</td>
<td>Primarily driven by higher Admissions and HR recruiting expenses in FY20</td>
</tr>
<tr>
<td>Institutional Expenses</td>
<td>139,060</td>
<td>147,003</td>
<td>(7,943)</td>
<td>-5%</td>
<td>Timing of invoices</td>
</tr>
<tr>
<td>Maintenance &amp; Renovation</td>
<td>205,378</td>
<td>154,389</td>
<td>50,989</td>
<td>33%</td>
<td>Increase is driven by timing of renewals of software related contracts</td>
</tr>
<tr>
<td>Professional Development</td>
<td>95,594</td>
<td>112,298</td>
<td>(16,702)</td>
<td>-15%</td>
<td>Timing of professional development events (higher in FY19)</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>5,950</td>
<td>5,950</td>
<td>0</td>
<td>0%</td>
<td>GLMA lockout equipment (being paid with MARAD Funds) in FY20</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>5,342,813</td>
<td>5,410,725</td>
<td>($67,912)</td>
<td>-1%</td>
<td>More internal events in FY20 provided by Hageroy Center including NMC Foundation breakfast (recognized in September in FY19) and Mt Tech/NMC Articulation Agreement meeting</td>
</tr>
<tr>
<td><strong>Transfers</strong></td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses &amp; Transfers</strong></td>
<td>5,342,813</td>
<td>5,410,725</td>
<td>($67,912)</td>
<td>-1%</td>
<td></td>
</tr>
<tr>
<td><strong>Net Revenue Over (Under) Expenses</strong></td>
<td>$ 49,645</td>
<td>$ 849,937</td>
<td>($800,292)</td>
<td>-94%</td>
<td></td>
</tr>
</tbody>
</table>
Northwestern Michigan College
Comparison - Month Over Month
General Fund
August 2019 vs. July 2019

**Revenue**

<table>
<thead>
<tr>
<th>Local Sources</th>
<th>YTD 8/31/2019</th>
<th>YTD 7/31/2019</th>
<th>Aug 19 Activity</th>
<th>July 19 Activity</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fees</td>
<td>$3,771,341</td>
<td>$2,676,855</td>
<td>$1,094,486</td>
<td>$2,676,855</td>
<td>July higher for fall general fees, flight fees, GLMA fees, and course fees. Also July had 4 weeks of summer tuition; August had 1 week of summer &amp; 1 week of fall tuition</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>1,520,953</td>
<td>49,900</td>
<td>1,471,053</td>
<td>49,900</td>
<td>Fall tax collections</td>
</tr>
<tr>
<td>Total Local Sources</td>
<td>5,292,294</td>
<td>2,726,755</td>
<td>2,566,539</td>
<td>2,726,755</td>
<td></td>
</tr>
<tr>
<td>State Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>- Consistent with prior month</td>
</tr>
<tr>
<td>State PPT Reimbursement</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>- Consistent with prior month</td>
</tr>
<tr>
<td>Federal Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>- Consistent with prior month</td>
</tr>
<tr>
<td>Private Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>- Consistent with prior month</td>
</tr>
<tr>
<td>Investment Income</td>
<td>61,318</td>
<td>11,339</td>
<td>49,979</td>
<td>11,339</td>
<td>Higher interest and dividend activity from investments in August</td>
</tr>
<tr>
<td>Other Sources</td>
<td>38,846</td>
<td>23,714</td>
<td>15,132</td>
<td>23,714</td>
<td>Primarily driven by higher Lobell's revenue and payment plan fees in July</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>5,392,458</td>
<td>2,761,808</td>
<td>2,630,650</td>
<td>2,761,808</td>
<td></td>
</tr>
</tbody>
</table>

**Expenses**

<table>
<thead>
<tr>
<th>Salaries and Wages</th>
<th>2,845,492</th>
<th>590,942</th>
<th>2,254,550</th>
<th>590,942</th>
<th>Faculty and adjuncts began in August; also there were three pays in August</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td>1,214,079</td>
<td>351,888</td>
<td>862,161</td>
<td>351,888</td>
<td>Taxes and retirement related to fall faculty wages</td>
</tr>
<tr>
<td>Voluntary Separation Plan</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Consistent with prior month</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>330,046</td>
<td>181,819</td>
<td>148,227</td>
<td>181,819</td>
<td>Higher advertising expenses and purchased services in August; partially offset by higher food service fees in July for GLMA cruises</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>317,208</td>
<td>167,136</td>
<td>150,072</td>
<td>167,136</td>
<td>Higher fuel expenses in July partially offset by higher general and classroom supplies in August</td>
</tr>
<tr>
<td>Internal Services</td>
<td>6,360</td>
<td>473</td>
<td>5,887</td>
<td>473</td>
<td>More internal events/fees recognized in August (including Foundation Breakfast and MCCBOA)</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>183,646</td>
<td>60,231</td>
<td>123,415</td>
<td>60,231</td>
<td>Primarily driven by timing of permit/licensing expenses (aviation); recruiting/promotional expenses, and non-professional development expenses in August</td>
</tr>
<tr>
<td>Institutional Expenses</td>
<td>139,060</td>
<td>28,790</td>
<td>110,270</td>
<td>28,790</td>
<td>Timing of utilities payments</td>
</tr>
<tr>
<td>Maintenance &amp; Renovation</td>
<td>205,378</td>
<td>65,149</td>
<td>140,229</td>
<td>65,149</td>
<td>Higher expenses related to both software and equipment maintenance in August</td>
</tr>
<tr>
<td>Professional Development</td>
<td>95,594</td>
<td>46,322</td>
<td>49,272</td>
<td>46,322</td>
<td>Consistent with prior month</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>5,950</td>
<td>-</td>
<td>5,950</td>
<td>-</td>
<td>$5,950.00 Alpine Electric Corp (lockout equipment - GLMA equipment with MARAD funds)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>5,342,813</td>
<td>1,492,750</td>
<td>3,850,063</td>
<td>1,492,750</td>
<td></td>
</tr>
</tbody>
</table>

**Transfers**

| Total Expenses & Transfers | 5,342,813 | 1,492,750 | 3,850,063 | 1,492,750 |         |

**Net Revenue Over (Under) Expenses**

| Net Revenue Over (Under) Expenses | $49,645 | $1,269,058 | $(1,219,413) | $1,269,058 |         |
Northwestern Michigan College

Expenses by Activity

General Fund

YTD August 2019

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FY 19 Budget</th>
<th>% of Budget</th>
<th>YTD 8/31/2019</th>
<th>% of Actual</th>
<th>Activity Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Sources:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>$23,169,778</td>
<td>51%</td>
<td>$3,771,341</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>10,796,618</td>
<td>24%</td>
<td>1,520,953</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>Total Local Sources</td>
<td>33,966,396</td>
<td>74%</td>
<td>5,292,294</td>
<td>98%</td>
<td></td>
</tr>
<tr>
<td>State Sources</td>
<td>9,694,100</td>
<td>21%</td>
<td>-</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>State PPT Reimbursement</td>
<td>202,000</td>
<td>0%</td>
<td>-</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Federal Sources</td>
<td>524,000</td>
<td>1%</td>
<td>-</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Private Sources</td>
<td>549,000</td>
<td>1%</td>
<td>-</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Investment Income</td>
<td>274,000</td>
<td>1%</td>
<td>81,313</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Other Sources</td>
<td>586,270</td>
<td>1%</td>
<td>38,846</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>45,795,766</strong></td>
<td><strong>100%</strong></td>
<td><strong>5,392,457</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY 19 Budget</th>
<th>% of Budget</th>
<th>YTD 8/31/2019</th>
<th>% of Actual</th>
<th>Activity Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>13,043,601</td>
<td>30%</td>
<td>1,854,946</td>
<td>35%</td>
<td>Produce educational change in a learner or group of learners; includes both credit and non-credit offerings</td>
</tr>
<tr>
<td>Information Technology</td>
<td>3,122,159</td>
<td>7%</td>
<td>473,057</td>
<td>9%</td>
<td>Provide technology to benefit instructional activities and the institution as a whole</td>
</tr>
<tr>
<td>Public Service</td>
<td>197,509</td>
<td>0%</td>
<td>29,157</td>
<td>1%</td>
<td>Provide public with unique resources and respond to community needs or solve community problem</td>
</tr>
<tr>
<td>Instructional Support</td>
<td>7,027,761</td>
<td>16%</td>
<td>1,029,864</td>
<td>19%</td>
<td>Support instructional programs</td>
</tr>
<tr>
<td>Student Services</td>
<td>5,278,023</td>
<td>12%</td>
<td>674,306</td>
<td>13%</td>
<td>Contribute to well-being of students and their intellectual, cultural, &amp; social development</td>
</tr>
<tr>
<td>Institutional Administration</td>
<td>9,679,639</td>
<td>22%</td>
<td>700,426</td>
<td>13%</td>
<td>Provide for organizational effectiveness and continuity; day-to-day functioning and long-range viability</td>
</tr>
<tr>
<td>Plant Operations and Maintenance</td>
<td>4,758,797</td>
<td>11%</td>
<td>581,059</td>
<td>11%</td>
<td>Maintain existing facilities, provide utility and safety services, and plan/design future facilities</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>43,107,489</strong></td>
<td><strong>100%</strong></td>
<td><strong>5,342,813</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
<tr>
<td>Transfers</td>
<td>2,669,578</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses &amp; Transfers</strong></td>
<td><strong>45,777,067</strong></td>
<td><strong>100%</strong></td>
<td><strong>5,342,813</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Net Revenue Over (Under) Expenses</strong></td>
<td><strong>$18,699</strong></td>
<td></td>
<td><strong>$49,645</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

INTERIM
This statement does not reflect year-end results.
MEMO

Resource Development

To: The Board of Trustees and President Timothy J. Nelson

From: Rebecca Teahen, Associate Vice President, Resource Development & Executive Director, NMC Foundation

Date: September 16, 2019

Subj: Foundation Update

Fund Raising – a “check” on FY20 goals

- FY20 overall dollars raised as follows:
  - $642,772 Total received (including Annual Fund, pledges, and $4 mil in documented planned gift intentions) raised toward goal of $8,000,000
  - + $106,074 Gross event revenue vs goal of $200,000
  - $748,846 Total of gifts + events vs goal of 8,200,000 ($4 mil in planned gifts)

Foundation Initiatives

- The annual Lobdell Scholarship dinner was a great success again this year with a sell-out crowd. Kudos to the Great Lakes Culinary team for another wonderful dinner.
- Paula Peter from WestWind Consulting/Solstice Group joined our volunteers for an in-depth training session on Sept. 19 to strengthen our donor and alumni engagement strategies.
- Watch your inboxes for a special announcement in early October, as we prepare to announce a major fundraising campaign.

Meetings and Events for your calendars:

- The Foundation is holding two special meetings on October 4 at 9:00am in Founders Hall and October 9 at 11:00am in the Osterlin Building
- The Foundation Finance & Audit Committee will meet October 16 at 7:30am in Founders Hall
- The Foundation Board will meet October 23 at 7:00am at the Hagerty Center
Activity picks up around campus in August with the start of the fall semester and the college predictably sees an increase in activity and engagement with public relations, marketing and communications (PRMC). Highlights include positive earned media coverage of the presidential search process and positive growth in digital marketing and shared media. The following is an overview of the work of PRMC for August 2019.

**Paid Media**

*Current marketplace mix*

- Traverse City Business News
- Ticker
- Google (search, display & remarketing)
- Programmatic Digital
- Facebook
- Instagram
- Billboards
- Spotify

*Digital marketing update*

We continue to work on increased efficiency and greater quality of paid interactions (a click or visit to the site, view of a video, phone call, etc.) and interaction rates with the goal of better targeted ads being more likely to appeal to prospective students and more likely to promote a response.

NMC’s Google search interactions were up 23% month over month and 6% year over year. Other highlights include a 10% increase in visits to the admissions pages. We continue to see increases in interactions with program specific display campaigns including 48% more interactions with Marine Technology and a 28% increase in interactions with Engineering Technology.
PRMC, in collaboration with Enrollment Management and Student Services, recently launched a new campaign specifically designed to reach the adult student population, based on research that shows there is room for growth in serving this demographic.

NMC also advertises on Facebook and Instagram. With several successful smaller campaigns over the last two years, we are increasing our paid social posts in FY20. In August we ran 4 targeted recruitment campaigns. These campaigns were seen by more than 140,000 people and resulted in more than 800 clicks to the corresponding webpages.

**Earned Media**

*Monthly recap of media coverage and sentiment*

In August, NMC was featured in 108 media mentions with an estimated publicity value of $10,100 based on the Cision media monitoring system.

Media coverage stories that resulted in the most attention include:

- **The Changing Of The Guard: It's A Pivotal Time For Region’s New Leadership Lineup**: Traverse City Business News, August 2019 issue
- **NMC inks deal with MTU**: Record-Eagle
- **Meet The NMC Presidential Candidates**: The Ticker
- **Dennos debut: Hadley ready to take helm of museum center**: Record-Eagle

Media sentiment ranking for August (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 91.6% positive or neutral coverage. Please note some coverage categorized as “critical” were related to the themes of the stories, but not a negative reflection on the college.

**Owned Media**

*Monthly published owned media*

During August, PRMC published one NMC Now e-newsletter to 765 supporters and community members. The average open rate was 47.2%, higher than the list average and well above the industry average of 16.9%.

This [feature article](#) highlighting an NMC student who transferred to Harvard University and is starting classes there this semester was the most popular link clicked.

Other popular links include:

- [IAF’s Big Get: Former NYC lawyer, Middle East peace facilitator, and D.C. think-tank brain Leila Hilal comes home](#): Northern Express, August 24
- Updates to the presidential search on [NMC’s transition page](#)

Content is being developed for the December 2020 Nexus which will highlight President Tim Nelson and the presidential transition at NMC.
Shared Media
Monthly progress report on NMC’s Main social media channels

NMC’s social media saw growth on our social channels. Activity and engagement both begin to pick up in August as the fall semester begins.

<table>
<thead>
<tr>
<th>Platform</th>
<th>Followers</th>
<th>Impressions</th>
<th>Engagement</th>
<th>Gender</th>
<th>Age</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>11,133 up 6.03%</td>
<td>27.67% increase</td>
<td>2669.88% increase **</td>
<td>68% F 32% M</td>
<td>#1 25-34 (26.5%)</td>
<td>GT Region &amp; Grand Rapids</td>
</tr>
<tr>
<td></td>
<td>YOY up 0.6% MOM</td>
<td>YOY up 34.9% MOM</td>
<td>YOY up 60.2% MOM</td>
<td></td>
<td>#2 35-44 (19.4%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>#3 45-54 (19.4%)</td>
<td></td>
</tr>
<tr>
<td>Instagram</td>
<td>1,925 up 41.13%</td>
<td>613.25% increase*</td>
<td>92.97% increase YOY</td>
<td>62% F 38% M</td>
<td>#1 18-24 (35.2%)</td>
<td>GT Region &amp; Grand Rapids</td>
</tr>
<tr>
<td></td>
<td>YOY up 2.2% MOM</td>
<td>YOY up 45.1% MOM</td>
<td>YOY up 135% MOM</td>
<td></td>
<td>#2 25-34 (29.2%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>#3 25-44 (15.7%)</td>
<td></td>
</tr>
</tbody>
</table>

* After several successful smaller paid social campaigns in FY18 & FY19 we are increasing our spend to target potential students on this platform. The increased paid posts will also increase our overall impressions and engagement.

** This reflects a change in the reporting makeup which has expanded what post interaction activities count toward engagement.

While one of the most used social media channels by current and potential students, Snapchat does not have the same data reporting capabilities as Facebook owned platforms. In addition to event specific geofilters, NMC has the following community filters in place.

<table>
<thead>
<tr>
<th>Location and image</th>
<th>Date activated</th>
<th>Uses</th>
<th>Views from sent snaps or stories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front St. Campus (clock tower)</td>
<td>11-4-17</td>
<td>3k</td>
<td>55.4k</td>
</tr>
<tr>
<td>Front St. Campus (Hawk Owl)</td>
<td>2-27-18</td>
<td>5k</td>
<td>89.6k</td>
</tr>
<tr>
<td>Great Lakes Campus (GLMA)</td>
<td>6-6-18</td>
<td>439</td>
<td>12.9K</td>
</tr>
</tbody>
</table>
Committee Chair Chris Bott called the meeting to order at 3:00 p.m.

Members Present: Chris Bott, Jane McNabb, Rachel Johnson (via phone)
Others Present: Timothy J. Nelson, Jerry Dobek, Holly Gorton, Mark Liebling

**Compensation and Contract Process for Position of President**

Committee members discussed the offer and contract process for a new college president. It was noted that the current contract has evolved over the years with the current president. There was discussion regarding the basic elements to be included in a new contract from which to start negotiations with an offer to a new presidential candidate.

There was also discussion pertaining to who would contact each of the five candidates following the September 3 special meeting to inform them of the Board’s decision. Specific action item language for the special meeting agenda was drafted to indicate that the top candidate would be offered the position to begin negotiations with Board Chair Chris Bott and Presidential Performance and Compensation Committee member Janie McNabb. It was the consensus of the group that a contract recommendation will be reviewed by the Presidential Performance and Compensation Committee prior to going to the full Board of Trustees for approval.

**Public Input**—There was no public comment offered.

The meeting was adjourned at 3:40 p.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees
Committee Chair Ross Childs called meeting to order at 2:01 p.m.

Members present: Ross Childs, Michael Estes, Kennard Weaver

Members absent: None

Others present: President Timothy J. Nelson, Vicki Cook, Lynne Moritz, Todd Neibauer, Pat Podges, Kerrey Woughter

The agenda was accepted as presented.

**West Hall Innovation Center and Library Project**

Program Manager Pat Podges provided an update on the West Hall Innovation Center and Library Project. Podges noted that progress is continuing with geothermal drilling, which he hopes will be completed by the end of the week. Windows are being installed on the south side and window framing is being done on the north and west sides. Tile work is in progress on the second floor and the west stairway is in place. Cornerstone is finalizing the design of the kitchen area, which should be done within the next two weeks. Drywall and mechanical work continues and there is an average of 50-60 workers on site daily.

Financially the project is in good shape, with no major or unexpected changes. The estimated completion date remains January 2020.

**Other Discussion**

The committee briefly discussed the potential city tree ordinance and the state budget in relation to NMC.

**Public Comment**—No public comment was offered.

The meeting adjourned at 2:30 p.m.

Recorded by Lynne Moritz, Administrative Coordinator, President’s Office.
FROM YOUR ASSOCIATION PRESIDENT...

After six months of negotiating, the joint House and Senate Conference committee on the community colleges budget approved the report, providing a 0.8% increase for college operations, distributed through a somewhat modified funding formula. Given that the Whitmer administration was not part of this agreement, the ultimate fate of this, and several other conference reports agreed to by the legislature, remains unclear. Have a great week everyone. -- Mike Hansen

State Legislative Matters

Budget Update: Thursday afternoon, conferees approved the joint House - Senate conference report for the community colleges budget, Senate Bill 134. The conference report would appropriate a 0.8% operations increase for colleges, distributed through the modified performance funding formula the House had proposed that redirects 5% of the increase to six colleges with the lowest state equalized value. In addition, the conference report concurs with the Senate recommendation to appropriate $785,700 toward the Indian Tuition Waiver reimbursement. Thankfully, the conference report also concurs with the Senate recommendation to exclude any tuition restraint language.

At this point, the direction for budget negotiations remains unclear. The House and Senate continue to negotiate and moved several other bills out of conference committee today as well. As of this afternoon, MCCA staff do not believe the Governor is part of the current negotiations, although that could change at any time. The Legislative chambers may send individual conference reports to the House and Senate for approval, or they may roll budgets up into an omnibus bill as has been done more recently, which may or may not match the figures in this conference report, depending on how negotiations continue.
**MNJTP Hearing:** On Tuesday, September 10, at 9:00am, the House Education Committee held a hearing on House Bill 4184 (Farrington), which would raise the cap on Michigan New Jobs Training Program contracts from $50 million to $75 million. Many thanks to Grand Rapids Community College and Macomb Community College for sending representatives to testify, as well as to all the colleges who put in cards and letters of support. The Committee did not take a vote at this hearing but may do so this coming week.

**Bills to Watch:** See a quick list of all the bills relevant to community colleges on the MCCA website.

**Federal Legislative Matters**

**Trustees - Make Your Voice Heard:** ACCT is accepting applications for participation on its various board committees. As an appointed committee member, you will be the first line of contact to the board of directors to communicate membership values, interests, and challenges; provide leadership and expertise to assist in governing the Association and help craft federal legislative priorities; meet twice a year in person at the ACCT Leadership Congress and the Community College National Legislative Summit; network and interact with trustees and industry leaders from around the country; and represent your college's interests nationally. The deadline to apply is November 1, 2019!

**Aspen Fellowships:** The Aspen Institute College Excellence Program is launching a new program for community college leaders! The Aspen New Presidents Fellowship will launch in spring 2020. This fellowship is designed to provide sitting presidents actionable guidance and tools-and support from like-minded peers-to accelerate institutional change tied to higher and more equitable student outcomes in learning, transfer, completion, and post-graduation employment. Applicants should currently be the president or chancellor of a separately accredited public community or technical college or community college district and should, as of June 2020, have no more than five years of cumulative experience as a college president. Applications open on September 16, and the deadline to apply is October 30.

Meanwhile, the Rising Presidents Fellowship will continue with 40 exceptional leaders in its next cohort. Applicants should be senior leaders in community colleges or other organizations who aspire to reach a community college presidency within five years of completing the fellowship in April 2021. Applications open on September 16, and the deadline to apply is December 31.

**MCCA Centers of Excellence**

**Michigan Center for Student Success**

**Looking forward to seeing you at the 2019 Student Success Summit:** The MCSS is excited to welcome 300 faculty, staff, and students from Michigan's community colleges along with other guests to the Student Success Summit on September 19-20, 2019. The schedule, session descriptions and speaker biographies will be available through the Guidebook app. To access the program on an Android or iOS device:

1. Download the free Guidebook app
2. Open Guidebook and search for "2019 Student Success Summit"
If you prefer not to use the app, you can view the complete agenda with breakout session and session descriptions on the MCCA website. Please contact Jenny Schanker with any questions.

**New CCRC Reports Focus on Guided Pathways:** A new report and case studies from the Community College Research Center (CCRC) describes how institutions are managing the broad-based transformation of programs, student services, and related support systems involved in guided pathways reforms. The report examined guided pathways reforms at 8 sites across the country including Jackson College.

**Michigan Colleges Online**

**MCO Accessibility Community of Practice:** On September 18 from 11:00am to noon. The focus for this meeting is EquaTI demonstraon - accessibility tools for mathematics. Register here to get the login information.

**Universal Design in Learning - A Model of Success for All:** On September 25, 2019 from 12:00 - 1:00pm, Instructional Designer and eLearning graphic designer Austin Haynes will discuss the concept of Universal Design in Learning (UDL). The concepts discussed will be equitable access to ideas by "considering the needs of the broadest possible range of users from the beginning." This discussion will involve ADA compliance issues, emerging trends in curriculum delivery and how we as educators can build toward a better future for our staff, faculty and students. Register here.

**Webinar - Bookstore Managers Discuss OER:** On October 2, 2019 from 11:00am to noon. Michigan Colleges Online invites you to join your colleagues from bookstores around the state to talk about how Open Educational Resources have impacted your bookstore work. A panel discussion with Kelly Koch at Mid Michigan College and Kim Oakes and Lisa Anderson from Muskegon Community College and moderator, Tina Ulrich, will be followed by a chance for you to ask questions and share your experience working with faculty, staff, and vendors to make OER available to your students. Topics covered will include, textbook prices, expected bookstore contribution to the general fund, new inclusive access models, print versions of OER, third party operators, and the role of the bookstore in the college. Join us for a one-hour opportunity to share your experiences with your peers and get new ideas for promoting textbooks affordability. Register here.

**Upcoming Events**

Please click here to see all upcoming 2019 MCCA events.
To: Timothy J. Nelson, President
From: Vicki Cook, Vice President of Finance and Administration
Date: September 18, 2019
Subject: FY 2021 Five Year Capital Outlay Plan

This document is intended to provide an overview of the annual Five Year Capital Outlay Plan provide to the State of Michigan Budget Office. The FY2021 Five Year Capital Outlay Plan will be submitted to the NMC Board of Trustees at their October 21, 2019 meeting. The Plan will include the information indicated below:

Overview (Executive Summary)

Section I – Mission Statement

Section II – Instructional Programming

Appendix A Programs of Study (NMC Catalog)
Appendix B Initiatives Impacting Facilities Usage
Appendix C Socioeconomic Benefits

Section III – Staffing and Enrollment

Appendix D Current Enrollment Report Fall 2019
Appendix E Enrollment Patterns by Program Fall 2015 to Fall 2019
Appendix F Faculty/Staff Headcount History
Appendix G Class Size & Projected Class Size Needs - Course Efficiency Report

Section IV – Facility Assessment

Appendix H Summary description of each facility (net to gross ratios)
Appendix I Building and/or Classroom Utilization Rates
Appendix J Functionality of Existing Structures (Space Allocation)
Appendix K Replacement Value - Appraisal of Buildings
Appendix L Map of Parking and Roads
Appendix M Energy Audit Report
Appendix N Land Inventory

Section V – Implementation Plan

Appendix O FCAP Schedule
In addition, NMC will submit the Osterlin Library renovation as the Fiscal Year 2021 Capital Project request for an approximate cost of three million dollars.

Last year’s submission of the Fiscal Year 2020 Five Year Capital Outlay Plan and Capital Project is available on Northwestern Michigan College’s home page under Budget Transparency.
NORTHEASTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, August 26, 2019
at NMC Hagerty Center, Great Lakes Campus, 715 East Front St

CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 6:30 p.m.

ROLL CALL
Trustees present: Douglas S. Bishop, Chris M. Bott, K. Ross Childs, Michael Estes, Rachel A. Johnson, Jane T. McNabb, Kennard R. Weaver
Trustees absent: None
Also present: President Timothy J. Nelson, Lisa Blackford, Vicki Cook, Stacy Zachman Dobreff, Joy Evans Goodchild, Brandon Everest, Diana Fairbanks, Anders Gillis, Holly Gorton, Tony Jenkins, Yolanda Johnson-Gray, Bronwyn Jones, Blake Key, Kirstin Keilitz, Troy Kierczynski, Colin Kreh, Mark Leibling, Janet Lively, Kristy McDonald, Kyle Morrison, Todd Neibauer, Joel Papcun, Paul Perry, Stephen Siciliano, Karl Schroeder, Mike Skarupinski, Rebecca Teahen, Sarah Wangler, Rebecca Wooters

REVIEW OF AGENDA—The agenda was accepted as presented.

REPORTS
Faculty Report—No faculty report was provided.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technology, provided the enrollment report. Student Services is busy as the semester gets underway. Final orientation has been conducted and final report date is coming up on September 4, 2019. High school graduate numbers are down and are predicted to continue to decline. The number of “Readmits” is also down. A “readmit” is someone who has been at NMC previously, then not enrolled for 2 semesters, and is now returning. Neibauer noted this decline is a surprise, but it is being addressed by our participation in the Degrees When Due initiative which will take place over the next 1.5 years. Neibauer addressed questions pertaining to enrollment projections and initiatives.

Financial Report—Vicki Cook, Vice President of Finance and Administration, reviewed the financial report for the period ending July 31, 2019. The first report regarding fall numbers will be available in September. Cook noted the audit begins on September 3.

Foundation Report—Rebecca Teahen, Associate Vice President for Resource Development and Foundation, provided the Foundation Report for year-to-date with the new fiscal year, noting $623,136 in total gifts have been received to date. Teahen shared that a new on-line giving platform will debut in October or November, ahead of Giving Tuesday.

PRMC Report—Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications reviewed the monthly PRMC report, noting positive media sentiment was particularly high for the month of July. Fairbanks discussed collaboration with other areas of the
college who provided input toward a redesign of the NMC student website to improve navigation ease.

Presidential Search Committee Report—Chris Bott, committee chair, provided an update on the presidential search. The search has transitioned from the 20-person search committee to the full Board of Trustees for the interview process of the five final candidates recommended by the search committee. The Board is currently in day 2 of 5 of on campus interviews of the finalists. The Board requests attendees of the forums to complete the survey provided via the Presidential Transition website to provide input on the candidates from those observations.

MCCA Summer Conference Report—Chris Bott, MCCA representative, reported on sessions and information provided to trustees at the Michigan Community College Association Summer Conference held at the Grand Traverse Resort in July.

Building and Site Committee Report—Ross Childs, committee chair, noted the August 14 meeting minutes in the materials packet. The completion date for the West Hall Innovation Center and Library Project is now estimated to be January 2020, with hopes of coming in even earlier. Childs reported that trustees toured the construction site, which was very interesting and informative.

Legislative Issues Report—President Timothy Nelson reported the State is supposed to have an approved budget by October 1 and Governor Whitmer has threatened a shutdown if that deadline is not met. A shutdown is not expected to have an impact on NMC unless it stretches for a long period of time. Nelson explained that a top priority is to remove tuition restraint language from the House and Governor’s versions of the budget. The Senate’s version of the budget does not include tuition restraint.

PUBLIC INPUT—There was public input offered by Brandon Everest, Kirstin Keilitz, and Stacy Zachman Dobreff.

UPDATES

President’s Update—President Timothy Nelson thanked trustees Chris Bott and Ross Childs for attending August Opening Conference. He provided each trustee with a commemorative coin recognizing the 50th anniversary of the GLMA, noting he had attended the opening day of this year’s 50th GLMA class and presented each cadet a coin. Students have returned to campus and Pine Palooza is occurring on campus the following day of August 27. Nelson then made note of the recent Record-Eagle Forum article containing a number of inaccuracies, of which he stated corrections to several statements.

Board Chair Update—Chair Chris Bott noted the recent three awards received by President Timothy Nelson, including the Alliance for Innovation and Transformation’s Legacy Award, the ACCT Central Regional Award, and recognition for his great leadership in chairing the MCCA Legislative Committee for 8 years.

CONSENT ITEMS—On a motion by Kennard Weaver, seconded by Doug Bishop, the following items were approved by a unanimous vote as a group without discussion:

- Minutes of the July 22, 2019, regular and closed meetings
ACTION ITEMS

Tunnel Repair and Epoxy Seal Coat—On a motion by Doug Bishop, seconded by Ross Childs, the Board authorized administration to enter into a contract with Apex Engineering & Management, Inc. in the amount of $41,075 (plus $6,200 contingency) to complete tunnel repair and epoxy seal coat to be funded by the FY20 Plant Fund. Vicki Cook responded to a question pertaining to the significant variance of the two bids received. The motion passed with a unanimous vote.

Closed session—Doug Bishop made a motion, seconded by Ross Childs, that the Board convene in closed session as permitted by Section 8(c) of the Michigan Open Meetings Act, MCL 15.268, to discuss strategy connected with the negotiation of collective bargaining agreements between the College and the Michigan Education Association. The motion passed with the following roll call vote: Yes—Kennard Weaver, Ross Childs, Doug Bishop, Michael Estes, Janie McNabb, Rachel Johnson, Chris Bott; No—none; and the Board went into closed session at 7:19 p.m.

Reconvene Regular Meeting—Kennard Weaver made a motion, seconded by Rachel Johnson, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes—Michael Estes, Doug Bishop, Rachel Johnson, Kennard Weaver, Ross Childs, Janie McNabb, Chris Bott; No—none; and the regular open session reconvened at 8:15 p.m.

In regard to negotiations, Chris Bott stated the Fact Finder’s Report is being reviewed by the administration team.

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 8:17 p.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

SIGNED

_________________________________________
Chris M. Bott, Chair

ATTESTED

_________________________________________
Michael Estes, Secretary
CALL TO ORDER—Chair Chris M. Bott called the special meeting to order at 8:07 a.m.

ROLL CALL
Trustees Present: Chris Bott, Douglas S. Bishop (8:30 a.m.), K. Ross Childs, Michael Estes, Rachel Johnson, Jane McNabb, Kennard Weaver
Trustees Absent: None
Others Present: Patti Burgess, Vicki Cook, Marguerite Cotto, Debbra Curtiss, Diana Fairbanks, Joy Goodchild, Holly Gorton, Todd Neibauer, Nick Nissley, Mark Liebling, Eleanor Lynn, Lynne Moritz, Kyle Morrison, Dennis Rushton, Chad Schenkelberger, Stephen Siciliano, Randy Smith, Rebecca Teahen, Larry Wright

REVIEW OF AGENDA—The agenda was accepted as presented.

DISCUSSION ITEMS
Interview Process
Board Chair Chris Bott reviewed the process for the full Board interviews of all five finalist president candidates to be conducted over the span of five business days.

Candidate Interview
President candidate Dr. Nick Nissley presented on his personal and professional history, and the topic of “How changes in the world of work will impact the structure of community colleges and the roles and responsibilities of the college workforce.”

The Board then conducted an interview of candidate Nick Nissley with each trustee alternately asking a predetermined set of questions that Nissley responded to.

PUBLIC INPUT—No public input was offered.

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 10:34 a.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

SIGNED

Chris M. Bott, Chair

ATTESTED

Michael Estes, Secretary
CALL TO ORDER—Chair Chris M. Bott called the special meeting to order at 5:30 p.m.

ROLL CALL
Trustees Present: Chris Bott, Douglas S. Bishop, K. Ross Childs, Michael Estes, Rachel Johnson, Jane McNabb, Kennard Weaver
Trustees Absent: None
Others Present: Marguerite Cotto, Joy Goodchild, Holly Gorton, Diana Fairbanks, Mark Liebling, Todd Neibauer, Nick Nissley, Stephen Siciliano

REVIEW OF AGENDA—The agenda was accepted as presented.

DISCUSSION ITEM
Candidate Interview
Trustees met with president candidate Nick Nissley following a day-long campus visit to reflect on the day. They asked the remainder of their predetermined set of questions and asked a few follow-up questions that Nissley responded to. The board also addressed questions of Nissley.

PUBLIC INPUT—No public input was offered.

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 6:31 p.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

SIGNED

Chris M. Bott, Chair

ATTESTED

Michael Estes, Secretary
NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
SPECIAL MEETING MINUTES
Monday, August 26, 2019
at Hagerty Center Room C, Great Lakes Campus, 715 East Front St

CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 8:30 a.m.

ROLL CALL
Trustees present: Douglas S. Bishop, Chris M. Bott, K. Ross Childs, Michael Estes, Rachel A. Johnson, Jane T. McNabb, Kennard R. Weaver
Trustees absent: None
Others Present: Patti Burgess, Vicki Cook, Marguerite Cotto, Debbra Curtiss, Diana Fairbanks, Joy Goodchild, Holly Gorton, Todd Neibauer, Mark Liebling, Eleanor Lynn, Don Lord, Lynne Moritz, Kyle Morrison, Chad Schenkelberger, Stephen Siciliano, Randy Smith, Rebecca Teahen, Thomas Watkins

REVIEW OF AGENDA—The agenda was accepted as presented.

DISCUSSION ITEM
Candidate Interview
Thomas D. Watkins, a finalist for the position of NMC President, presented on the challenges and opportunities facing community colleges.

The Board then conducted an interview of candidate Tom Watkins with each trustee alternately asking a predetermined set of questions that Watkins responded to.

PUBLIC INPUT—No public input was offered.

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 10:34 a.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

SIGNED______________________________________________________________
Chris M. Bott, Chair

ATTESTED_________________________________________________________
Michael Estes, Secretary
CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 5:30 p.m.

ROLL CALL
Trustees present:  Douglas S. Bishop, Chris M. Bott, K. Ross Childs, Michael Estes, Rachel A. Johnson, Jane T. McNabb, Kennard R. Weaver

Trustees absent: None

Others: Vicki Cook, Diana Fairbanks, Joy Goodchild, Holly Gorton, Mark Liebling, Todd Neibauer, Stephen Siciliano, Thomas Watkins

Candidate Interview
Trustees met with president candidate Tom Watkins following a day-long campus visit to reflect on the day. They asked the remainder of their predetermined set of questions and asked a few follow-up questions that Watkins responded to. The board also addressed questions of Watkins.

PUBLIC INPUT—No public input was offered.

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 6:16 p.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

SIGNED_________________________________________
Chris M. Bott, Chair

ATTESTED_____________________________________
Michael Estes, Secretary
CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 8:30 a.m.

ROLL CALL
Trustees present: Douglas S. Bishop, Chris M. Bott, K. Ross Childs, Michael Estes, Rachel A. Johnson, Jane T. McNabb, Kennard R. Weaver

Trustees absent: None
Also present: Patti Burgess, Vicki Cook, Marguerite Cotto, Marsha Danielson, Diana Fairbanks, Joy Goodchild, Holly Gorton, Mark Liebling, Don Lord, Lynne Moritz, Kyle Morrison, Todd Neibauer, Chad Schenkelberger, Stephen Siciliano, Randy Smith, Rebecca Teahen

REVIEW OF AGENDA—The agenda was accepted as presented.

DISCUSSION
Candidate Interview
Dr. Marsha Danielson, a finalist for the position of NMC President, presented on the Future Challenges and Opportunities for the community college sector over the next 5 to 10 years.

The Board then conducted an interview of candidate Marsha Danielson with each trustee alternately asking a predetermined set of questions that Danielson responded to.

PUBLIC COMMENT—There was no public comment offered

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 10:05 a.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

SIGNED________________________________________

Chris M. Bott, Chair

ATTESTED_______________________________________

Michael Estes, Secretary
CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 5:30 p.m.

ROLL CALL
Trustees present: Douglas S. Bishop, Chris M. Bott, K. Ross Childs, Michael Estes, Rachel A. Johnson, Jane T. McNabb, Kennard R. Weaver
Trustees absent: None
Others: Vicki Cook, Marguerite Cotto, Marsha Danielson, Diana Fairbanks, Joy Goodchild, Holly Gorton, Mark Liebling, Todd Neibauer, Stephen Siciliano

DISCUSSION ITEM
Candidate Interview
Trustees met with president candidate Marsha Danielson following a day-long campus visit to reflect on the day. They asked the remainder of their predetermined set of questions and asked a few follow-up questions that Danielson responded to. The board also addressed questions of Danielson.

PUBLIC INPUT—No public input was offered.

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 6:19 p.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

SIGNED

Chris M. Bott, Chair

ATTESTED

Michael Estes, Secretary
CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 8:30 a.m.

ROLL CALL
Trustees present: Douglas S. Bishop, Chris M. Bott, K. Ross Childs, Michael Estes, Rachel A. Johnson, Jane T. McNabb, Kennard R. Weaver

Trustees absent: None

Also present: Patti Burgess, Vicki Cook, Marguerite Cotto, Debbra Curtiss, Diana Fairbanks, Joy Goodchild, Holly Gorton, Eleanor Lynn, Timothy R. Meyer, Kyle Morrison, Mark Liebling, Lynne Moritz, Todd Neibauer, Chad Schenkelberger, Stephen Siciliano, Randy Smith, Rebecca Teahen

REVIEW OF AGENDA—The agenda was accepted as presented.

DISCUSSION ITEM
Candidate Interview
Dr. Timothy Meyer, a finalist for the position of NMC President, presented on the topic of Tectonic Academic Change.

The Board then conducted an interview of candidate Tim Meyer with each trustee alternately asking a predetermined set of questions that Meyer responded to.

PUBLIC COMMENT—There was no public comment offered

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 10:28 a.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

SIGNED

Chris M. Bott, Chair

ATTESTED

Michael Estes, Secretary
CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 5:30 p.m.

ROLL CALL
Trustees present: Douglas S. Bishop, Chris M. Bott, K. Ross Childs, Michael Estes, Rachel A. Johnson, Jane T. McNabb, Kennard R. Weaver
Trustees absent: None
Also present: Vicki Cook, Marguerite Cotto, Diana Fairbanks, Joy Evans Goodchild, Holly Gorton, Mark Liebling, Timothy R. Meyer, Todd Neibauer, Stephen Siciliano

REVIEW OF AGENDA—The agenda was accepted as presented.

DISCUSSION ITEM
Candidate Interview
Trustees met with president candidate Dr. Timothy R. Meyer following a day-long campus visit to reflect on the day. They asked the remainder of their predetermined set of questions and asked a few follow-up questions that Meyer responded to and discussion ensued.

PUBLIC COMMENT—There was no public comment offered

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 6:43 p.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

SIGNED________________________________________
Chris M. Bott, Chair

ATTESTED______________________________________
Michael Estes, Secretary
CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 8:30 a.m.

ROLL CALL
Trustees present: Douglas S. Bishop, Chris M. Bott, K. Ross Childs, Michael Estes, Rachel A. Johnson, Jane T. McNabb, Kennard R. Weaver

Trustees absent: None

Also present: Patti Burgess, Vicki Cook, Marguerite Cotto, Debbra Curtiss, Diana Fairbanks, Allen Goben, Joy Goodchild, Holly Gorton, Mark Liebling, Eleanor Lynn, Lynne Moritz, Kyle Morrison, Todd Neibauer, Chad Schenkelberger, Stephen Siciliano, Randy Smith, Rebecca Teahen

REVIEW OF AGENDA—The agenda was accepted as presented.

DISCUSSION ITEM
Candidate Interview
Dr. Allen Goben, a finalist for the position of NMC President, presented to the Board on topic of The Community College Sector Opportunities and Challenges 2020-2030. He indicated he had chosen the broadest of topics provided though the content will touch on the other two topics as well since they are relatively interrelated.

The Board then conducted an interview of candidate Allen Goben with each trustee alternately asking a predetermined set of questions that Goben responded to.

PUBLIC INPUT—No public input was offered.

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 10:29 a.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

SIGNED

Chris M. Bott, Chair

ATTESTED

Michael Estes, Secretary
CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 5:30 p.m.

ROLL CALL
Trustees present: Douglas S. Bishop, Chris M. Bott, K. Ross Childs, Michael Estes, Rachel A. Johnson, Jane T. McNabb, Kennard R. Weaver

Trustees absent: None

Also present: Vicki Cook, Marguerite Cotto, Diana Fairbanks, Allen Goben, Joy Goodchild, Holly Gorton, Mark Liebling, Stephen Siciliano

REVIEW OF AGENDA—The agenda was amended to add a discussion item on the process for the September 3 special meeting to follow public input on the agenda.

DISCUSSION
Trustees met with president candidate Dr. Allen Goben following a day-long campus visit to reflect on the day. They asked the remainder of their predetermined set of questions and asked a few follow-up questions that Goben responded to. The board also addressed questions of Goben.

PUBLIC INPUT—No public input was offered.

DISCUSSION—September 3 Selection Process
There will be an open discussion during the selection process as required. The public input will be early in the meeting.

Following the departure of the candidate, the Board had a brief discussion pertaining the selection process.

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 6:41 p.m.
CALL TO ORDER—Chair Chris M. Bott called the meeting to order at 5:30 p.m.

ROLL CALL
Trustees Present: Chris Bott, Douglas S. Bishop, K. Ross Childs, Michael Estes, Rachel Johnson, Jane McNabb, Kennard Weaver
Trustees Absent: None
Others Present: Mary Bickley, Lisa Blackford, Patti Burgess, Bruce Byl, Vicki Cook, Marguerite Cotto, Debbra Curtiss, Jerry Dobek, Brandon Everest, Diana Fairbanks, Joy Goodchild, Holly Gorton, Craig Manning, Phil Mikesell, Todd Neibauer, Mark Liebling, Janet Lively, Eleanor Lynn, Lynne Moritz, Chad Schenkelberger, Stephen Siciliano, Randy Smith, Rebecca Teahen, Jacob Wheeler

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—Public input was given by Jerry Dobek, Randy Smith, Bill Myers, and Eleanor Lynn.

DISCUSSION—Finalist Candidates for Position of NMC President
Trustees shared their individual perceptions of president candidates interviewed by the Board.

ACTION ITEMS
Presidential Search—On a motion by Michael Estes, seconded by Doug Bishop, the Board recommended the Board Chair extend an offer to Nick Nissley, Ed.D., and authorized Chair Chris Bott and Trustee Janie McNabb to negotiate a contract with said candidate to be provided to the Presidential Performance and Compensation Committee for review before making a contract recommendation to the full Board of Trustees for approval. The motion passed with the following roll call vote: Yes—Janie McNabb, Ross Childs, Doug Bishop, Michael Estes; No—Rachel Johnson, Kennard Weaver, Chris Bott; the motion carried.

Doug Bishop made a motion, seconded by Ross Childs, that the full Board support Nick Nissley in his role as NMC President upon his acceptance of the position. The motion passed with a unanimous vote.

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 6:14 p.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

SIGNED________________________________________

Chris M. Bott, Chair

ATTESTED_____________________________________

Michael Estes, Secretary
NMC must satisfy four of the five best practices in three different categories related to local strategic value in order to receive our portion of performance funding appropriation from the State of Michigan for fiscal year 2020. As such, we must demonstrate compliance by means of a Board of Trustees resolution certifying that we have met these requirements. In the attached resolution, NMC has provided specifics as to how we meet each best practice measure.

We request that the NMC Board of Trustees review and approve our Local Strategic Value resolution. NMC not only meets, but also exceeds the best practice standards required by the appropriations law, as the following table demonstrates.
NORTHWESTERN MICHIGAN COLLEGE
LOCAL STRATEGIC VALUE RESOLUTION

A regular meeting of the Board of Trustees of Northwestern Michigan College was held at the Hagerty Center on the Great Lakes Campus of Northwestern Michigan College, on the 23rd of September 2019, at 5:30 o’clock in the evening.

The meeting was called to order by Chris M. Bott, Chair.

Present: __________________________________________

Absent: __________________________________________

The following preamble and resolution were offered by _________________ and seconded by ____________________:

WHEREAS:

The law requires the Northwestern Michigan College Board of Trustees to pass a resolution certifying that the college meets at least four out of five of the best practice standards under each of the three categories. Among the components of the appropriations for all Michigan community colleges is performance funding based on “local strategic value,” which is defined in terms of three categories as shown below. Each category covers five standards of local strategic value, called “best practices.”

THEREFORE, BE IT RESOLVED THAT:

Northwestern Michigan College not only meets, but also exceeds the best practice standards required by the appropriations law for fiscal year 2020, as the following table demonstrates.

<table>
<thead>
<tr>
<th>Best Practices by Category</th>
<th>Examples of Adherence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category A: Economic Development and Business or Industry Partnerships (must meet 4 of 5)</td>
<td>Health Education Institute (HEI) with Munson Medical Center through which NMC partners in nursing degree education (clinical site for ADN and PN student rotations), accredited surgical technology degree education (financial support and clinical site for AAS student labs), biomedical technologist associate's degree, professional development for staff (LEAN medical office), community education specifically related to wellness and nutrition programs (joint listing in Extended Education Catalog), consultation regarding specialized needs for technical training such as CNA’s, phlebotomists, and medical coders. Through NMC University Center, supporting</td>
</tr>
</tbody>
</table>
Best Practices by Category | Examples of Adherence
--- | ---
GVSU’s Masters in Physician Assistant degree program; Ferris, Davenport, GVSU RN to BSN degree completion programs. | NMC provides professional certifications and customized training through initiatives such as the Marine Center and Extended Educational Services. Short format programs and open enrollment offerings are developed to meet employer and/or professional community continuing education and technical certification needs. NMC is also an active promoter of the Michigan New Jobs Training Program, which to date has agreements to facilitate technical and professional development of over 700 new jobs proposed through 2023 by regional employers. NMC collaborates with organizations such as the Michigan Manufacturing Technical Center (MMTC), Small Business Development Corporation (SBDC), and Michigan Works!, among others, resource sharing that improves regional employer access to services.

(ii) The community college provides customized on-site training for area companies, employees, or both. | NMC provides professional certifications and customized training through initiatives such as the Marine Center and Extended Educational Services. Short format programs and open enrollment offerings are developed to meet employer and/or professional community continuing education and technical certification needs. NMC is also an active promoter of the Michigan New Jobs Training Program, which to date has agreements to facilitate technical and professional development of over 700 new jobs proposed through 2023 by regional employers. NMC collaborates with organizations such as the Michigan Manufacturing Technical Center (MMTC), Small Business Development Corporation (SBDC), and Michigan Works!, among others, resource sharing that improves regional employer access to services.

(iii) The community college supports entrepreneurship through a small business assistance center or other training or consulting activities targeted toward small businesses. | NMC facilitates meeting and consulting resources targeted at small business support. In September 2017, NMC and Networks Northwest entered into an agreement supporting the implementation of the Workforce Innovation and Opportunity Act (WIOA).

(iv) The community college supports technological advancement through industry partnerships, incubation activities, or operation of a Michigan technical education center or other advanced technology center. | NMC Aero-Park campus emphasizes automotive technology, engineering technologies, manufacturing, renewable energy, construction technology, PLC certificate training, robotics and unmanned systems, and associate and bachelor’s level marine technology remotely operated vehicles and acoustical sonar training. In 2017, the Great Lakes Water Studies Institute became the only academic institution, worldwide, offering international credentialing from the Association of Diving Contractors International (ADCI). Industry specific advanced professional development leverages NMC’s state-of-the-art
<table>
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<tr>
<th>Best Practices by Category</th>
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<tr>
<td>technical resources, including advanced simulation training for welding, unmanned aerial systems, CIT.</td>
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</table>

(v) The community college has active partnerships with local or regional workforce and economic development agencies. NMC has a long-standing collaboration with Networks Northwest, The-Center (Michigan Manufacturing Technology Center/MMTC), and similar agencies. NMC is also a founding member of the Traverse Area Chamber of Commerce, Chamber EDC, and regional, state, and national organizations supporting workforce and economic development in the region. NMC is a regional host for MI Lean Manufacturing Summit.

**Category B: Educational Partnerships (must meet 4 of 5)**

(i) The community college has active partnerships with regional high schools, intermediate school districts, and career-tech centers to provide instruction through dual enrollment, concurrent enrollment, direct credit, middle college, or academy programs. NMC actively engages local educational entities to provide early college programming. Additionally, NMC has a strong dual enrollment program for high school students and direct credit opportunities. NMC has expanded articulation agreements for programs such as pilot training (Cheboygan ISD, Crosswinds Academy) and Computer Information Technology (Elk Rapids Schools, Traverse City St. Francis High School).

(ii) The community college hosts, sponsors, or participates in enrichment programs for area K-12 students, such as college days, summer or after-school programming, or science Olympiad. NMC’s Extended Educational Services (EES) provides the *College for Kids* catalog, featuring week-long courses for over 1,800 K-12 students during the summer, and offerings during the academic year. Working with Traverse City Area Public Schools, TBA Intermediate School District, private and charter schools, NMC supports multiple activities that introduce K-12 students to higher education opportunities such as national robotics and unmanned aerial systems (UAS) competitions. NMC actively participates in the design and presentation of programs and development modules designed to introduce K-12 students and their families to technical and STEM-centered careers and certifications.

(iii) The community college provides, supports, or participates in programming to promote successful transitions to college for traditional age students, including grant programs such as talent search, NMC engages the English and math teaching staff in educational institutional partners in order to align secondary curriculum with post-secondary curriculum in English and math, preparing high school students
<table>
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<tbody>
<tr>
<td>upward bound, or other activities to promote college readiness in area high schools and community centers.</td>
<td>for college. NMC Learning Services assists in providing college placement testing in the high schools to inform students of readiness. NMC promotes continued pursuit of higher education through its Commitment Scholarship directed at first generation students in ninth grade.</td>
</tr>
<tr>
<td>(iv) The community college provides, supports, or participates in programming to promote successful transitions to college for new or reentering adult students, such as adult basic education, GED preparation and testing, or recruiting, advising, or orientation activities specific to adults.</td>
<td>Through collaboration with Michigan Works!, NMC offers activities specifically designed for new and returning adult learners. Examples of expanded services are the testing prep and certified testing services through the NMC Student Success Center and Pro-metric testing center located at the Parson-Stulen building, Aero-Park Campus.</td>
</tr>
<tr>
<td>(v) The community college has active partnerships with regional 4-year colleges and universities to promote successful transfer, such as articulation, 2+2, or reverse transfer agreements or operation of a university center.</td>
<td>At NMC’s University Center, the community has access to education opportunities beyond the Associate level in undergraduate and graduate level degree programs offered by six university partners. Over 40 bachelor’s completion, master’s, and professional post-associate certificates are available at the Cass Rd. Campus. Through the University Center, specific 3+1 programs have been developed by partner institutions in response to regional needs such as in Aviation and Nursing (Davenport University), Water and Sustainability (Western Michigan University), in addition to extensive articulation agreements across the disciplines.</td>
</tr>
</tbody>
</table>

### Category C: Community Services (must meet 4 of 5)

| (i) The community college provides continuing education programming for leisure, wellness, personal enrichment, or professional development. | Broad range of courses offered through the NMC Extended Education Services (EES) catalog. This is distributed quarterly to over 40,000 households with special sections on wellness, leisure, personal enrichment, etc. A special section includes opportunities designed for community members over 50 (Life Academy). EES partners with regional Aging Councils in the delivery of select learning options in Benzie, Antrim, and Kalkaska counties. In 2016, a pilot new program, SOAR, was launched to address the interests of cognitively impaired learners. The program is now fully available to the community. |
### Best Practices by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Examples of Adherence</th>
</tr>
</thead>
<tbody>
<tr>
<td>(ii) The community college operates or sponsors opportunities for community members to engage in activities that promote leisure, wellness, cultural or personal enrichment such as community sports teams, theater or musical ensembles, or artist guilds.</td>
<td>Arts and Cultural enrichment programs are a specialty in the EES catalog. Of note: community choirs and bands; broad menu of physical fitness and exercise clubs, activities-targeted through age groups; extended cultural trip opportunities for theater, opera, and symphony experiences.</td>
</tr>
<tr>
<td>(iii) The community college operates public facilities to promote cultural, educational, or personal enrichment for community members, such as libraries, computer labs, performing arts centers, museums, art galleries, or television or radio stations.</td>
<td>Community has access to WNMC 90.7 FM, NMC’s public radio station; community observation nights for the Rogers Astronomical Observatory; senior discounts at the Dennos Museum Center.</td>
</tr>
<tr>
<td>(iv) The community college operates public facilities to promote leisure or wellness activities for community members, including gymnasiums, athletic fields, tennis courts, fitness centers, hiking or biking trails, or natural areas.</td>
<td>Community open times for basketball and other team sports hosted through the Rajkovich Physical Education Building. EES catalog provides a number of short-format courses under the “Naturalist Certificate,” with emphasis in outdoor and recreation pursuits.</td>
</tr>
<tr>
<td>(v) The community college promotes, sponsors, or hosts community service activities for students, staff, or community members.</td>
<td>NMC offers many opportunities for community service through student service learning programs, community outreach projects (including NMC BBQ, Commitment Scholars program, BSA Explorer posts, etc.), Student Government Association sponsored activities.</td>
</tr>
</tbody>
</table>

Ayes: ________________________________  

Nays: ________________________________  

Resolution declared adopted.

Michael Estes, Secretary  
Board of Trustees

The undersigned duly qualified and acting Secretary of the Board of Trustees of Northwestern Michigan College, hereby certifies that the foregoing is a true and complete copy of a resolution adopted by the Board at a regular meeting held on September 23, 2019 that notice of the meeting was given to the public under the Open Meeting Act, 1976 PA 267, as amended.

Michael Estes, Secretary  
Board of Trustees
To: Timothy J. Nelson, President  
From: Vicki Cook, Vice President of Finance and Administration  
        Paul Perry, Director of Campus Services  
Date: September 16, 2019  
Subject: NMC University Center Turnkey VAV and Controls Upgrade

This document is intended to provide an overview and recommendation for the selection of a provider for and upgrade of Turnkey VAV and controls at Northwestern Michigan College University Center.

**Board Authorization**  
Authorize the administration to enter into a contract with Trane in the amount of $184,495 (plus $18,450 contingency) to complete the work of replacement and upgrade of Turnkey VAV and controls at the NMC University Center.

**Background / Scope of Work**  
The scope of this project includes replacing twenty-one existing VAV boxes that have pneumatic controls with twenty-one new VAV boxes that have DDC controls at NMC’s University Center. This equipment replaces existing equipment that is over 20 years old. The new equipment will provide a 38% energy savings over the old system. This product also gives us the ability to program temperature adjustments and gather data remotely. The project includes upgrading all the controls in both the VAV portion of the building and the heat pump portion of the building to Trane controls and connect to the Trane Ensemble building automation system. Trane will also furnish a laptop computer and four additional wireless VAV sensors and provide one week of Ensemble training at the factory.

**Bid Analysis**

<table>
<thead>
<tr>
<th>Provider</th>
<th>Location</th>
<th>Base Bid</th>
<th>Contingency</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trane</td>
<td>Grand Rapids, MI</td>
<td>$184,495</td>
<td>$18,450</td>
<td>$202,945</td>
</tr>
<tr>
<td>John E. Green</td>
<td>Petoskey, MI</td>
<td>$194,845</td>
<td>$19,485</td>
<td>$214,330</td>
</tr>
<tr>
<td>Temperature Control, Inc</td>
<td>Traverse City, MI</td>
<td>$227,318</td>
<td>$22,732</td>
<td>$250,050</td>
</tr>
</tbody>
</table>

**Funding Source**  
The funding source is the FY 2020 Plant Fund budget.